Mapping a Three-Year Journey

“American libraries will confront formidable challenges during the next few decades of the 21st century. Both the media and technologies they deploy will continue the digital transformation that has already eroded or swept away in years what had lasted for decades or centuries. Nor is the rate of change slowing.”

From Confronting the Future: Strategic Visions for the 21st Century Public Library
ALA Office for Information Technology Policy

Throughout much of 2016, the Henry County Public Library System engaged elected and civic leaders in dialogue regarding change, local needs and the library’s evolving role in the community; explored best practices among public library models around the country; examined trends among current library users, and involved its entire staff in a creative re-imagining of the library’s future.

As part of this process, HCPL board members and staff analyzed community demographic and economic data to better understand Henry County’s challenges; examined HCPL service statistics and data from other Kentucky libraries to identify potential growth areas; and carefully considered community leader feedback in order to align HCPL programs and services with community needs.

We have been inspired by the discovery of opportunity at the intersection of HCPL’s unique capabilities and significant community need – inspired by the vision of a more prosperous Henry County where educational attainment and family income no longer lag behind much of Kentucky; inspired by the prospect of a community embracing lifelong learning in order to thrive in an ever changing world; inspired by the idea of community partnerships helping develop our individual and collective potential; inspired by the notion of a positive, forward-looking community culture – a county ready to invest in its future.

Energized by the challenge of creating new possibilities for all Henry County residents and excited about the positive impact of a new library presence, we are pleased to present a plan which reinforces HCPL’s essential mission, lays out our vision of what we hope to accomplish over the next three years, and includes specific first year goals to be accomplished by June 31, 2017.

Respectfully,

Dr. Thomas Minton
Chair
HCPL Board of Trustees

Jessica Powell
Director
Henry County Public Library
**Who We Are, What We Believe, How We Operate**

**Our Vision**
We envision a community connected to a world of opportunity for every single citizen

**Our Mission**
We are our community’s essential source of information, ideas, and lifelong learning

**Guiding Principles**

- **Community.** The evolution of our services is framed by community need. As we build a 21st century library, we build a 21st century community.

- **Innovation.** We are adventurers and doers, committed to the notion that actions generate the most useful lessons.

- **Adaptability.** We are outwardly focused, service oriented, and staffed by continuous and adaptable learners.

- **Accountability.** Our constant pursuit of new ways to deliver services is yoked with our search for new ways to measure and communicate the impact of those services on our community.

**Our Aspirations: A Three Year Organizational Vision**

Over the next three years, we aspire

**To expand and creatively use every square foot of available indoor and outdoor space in ways that**

- elevate the library as a primary community gathering place,
- celebrate the value of lifelong learning, and
- nurture a new sense of possibilities for all Henry County residents.

**To enjoy a highly visible community presence** – to be known as a respected community partner connecting people and creating opportunities for their interaction

**To continuously improve customer service** – responding to our customers’ interests and making the best possible use of new technologies to improve efficiency and lower barriers to access
Strategic Priorities FY 2017 – FY 2019

Three Major Goals & Eleven Measurable Objectives

Goal 1: Library Infrastructure. A contemporary 21st Century facility

With collections and services already constrained by inadequate space (only .51 square feet per capita), HCPL’s exponential programming growth (doubling participants in just three years) creates new pressures to reimagine, recreate, and expand library space. In addition, community leader feedback suggests that a re-energized, more visible space will not only stimulate new responses to library services (historically low per capita registrants from a population which is poorer, older, and less educated than the average Kentuckian), it will also help promote community conversations, instill pride, and bring people together as agents of positive change.

Three Year Measurable Objectives:

1.1 Flexible, warm, and inviting contemporary space designed around people rather than collections

- Action: Analyze how visitors use the current library space, use field trips to newly built public libraries and observe how visitors are using those spaces. Visit non-library community gathering spots to discern what makes them popular and desirable.

1.2 The continuous integration of new technologies to improve service quality and lower barriers to access


1.3 Clever, visually inviting children and teens areas

- Action: Use field trips to view innovative youth service spaces in a variety of settings, not just public libraries. Ex: The Kentucky Science Center, The Speed Museum, The Kentucky Derby Museum.

1.4 A culture-shifting Henry County Proud Campaign launched with the opening of a new facility

- Action: Work with current community partners to launch a countywide promotional campaign that encourages all agencies and small businesses to participate via social media and in-person activities coordinated by the library.

- Action: Two staff members will attend training on launching and evaluating such a program, contact other communities that have done the same.
Goal 2: Community Engagement. A library well connected with the community it serves

Research shows that libraries doing the best job of engaging their communities are active beyond their walls - cultivating relationships, clarifying needs, and developing “top of mind” awareness through highly visible partnerships. They work diligently at offering programs and services that a wide variety of people access easily and find relevant to their lives.

Three Year Measurable Objectives:

2.1 A visible, high profile presence throughout the county

- Action: Continue to attend community festivals, utilize creative draws to promote the library booth and engage in conversation with attendees.
- Action: Continue to connect with agencies and offer to assist with their largest community events. Ex: Community Baby Shower.
- Action: Library staff members serve as council or board members in various community organizations.

2.2 Program and service priorities directly linked with the documented needs and interests of Henry County families

- Action: Utilize relationships with both school systems to ensure library programming is targeting student needs.
- Action: Conduct surveys at library events to solicit feedback on library programs and new ideas. Have a family focus group once a year to discuss children’s programming.
- Action: Conduct a once a year staff debrief on what’s working and what isn’t. Ask why we are doing what we are doing. Can we do it better? Will anyone notice if we quit doing it altogether?

2.3 Vibrant, purposeful partnerships with all major community agencies – at least half of all annual events organized/presented with a partner

- Action: Map out a strategy to unify external library participation in events with internal programs and goals using the partnerships already in place with agencies. Utilize new library space to bring more community programs in house.
Goal 3: Customer Service. A vibrant service model that creates the library as a hub of community life

Research shows that the best contemporary libraries invest in two-way communications practices, staying ahead of the digital curve in order to ensure a dynamic 24/7 link with their customers, and seeking customer feedback in order to improve services and programs. They regularly reach beyond facility boundaries in order to cultivate new users and discover ways to entice their participation. They develop active community partnerships that capitalize on their strengths, meet high need areas, and reinforce the value of lifelong learning. The best libraries become hubs of community life because they are active, visible, innovative, and relevant.

Three Year Measurable Objectives:

3.1 Programs and services that empower a community to thrive in a world of constant disruption

- Action: Provide instruction on all new emerging social and cloud media technologies.
- Action: Use library social media to promote news articles that educate and spur discussion of technological changes, discoveries, and rural development topics.

3.2 Innovative service ideas inspired by community need, customer interests, and technological opportunities

- Action: Assist the Henry County Chamber of Commerce in the redesign of its website to meet current expectations for design and mobile usage.
- Action: Assist the Eminence Rotary Club in developing an effective social media presence. Use library relationship with other agencies to disseminate information about volunteer opportunities and service needs within those agencies to the Rotary.

3.3 High profile community partnerships which allow the library to help fill gaps for which it is best suited

- Action: Partner with the Henry County Historical Society to improve access to the Society’s collection and assist them in developing a useful social media presence. Co-produce and co-promote events centered on history to a broad spectrum of the community using establish library PR tools and audience.
- Action: Use bookmobile outreach to provide high quality children’s programming to day cares and elementary schools.
- Action: Read and Feed partnership with the Henry County Help Center and two local school districts.

3.4 Significant growth in registered users and electronic material circulation

- Action: Continue to visit classrooms to register children for library cards, rebrand the notion of library membership as the best thing you can do to support your community.
- Action: Continue to weed the collection, utilize strategic merchandising to improve the user experience of browsing.
Year 1 Implementation Priorities: FY 2017

**Action Plans: Where we will begin in Year 1**
July 1, 2016 through June 30, 2017

<table>
<thead>
<tr>
<th>TARGETED ACCOMPLISHMENT</th>
<th>LEADERSHIP RESPONSIBILITIES</th>
<th>TIMELINES (BY FISCAL QUARTER)</th>
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</table>
| 1) New facility design and preparation for construction | Jessica Powell, HCPL Board | ▪ Q 1 & 2: Construction grant  
▪ Q 3 & 4: Final Design & Contracting |
| 2) A high profile marketing strategy to increase the number of card holders | Jessica Powell, Natalie Jeffries | ▪ Q 1: Planning  
▪ Q 2-4: Implementation |
| 3) Read and Feed Partnership with local school systems and Henry County Help Center | Suzanne Banta | ▪ Q 1-3: Organizing  
▪ Q 4: Marketing & Rollout |
| 4) Formal establishment of three new community partnerships for HCPL programming | Jessica Powell, Natalie Jeffries, Suzanne Banta | ▪ Q 1-4: Negotiating & Implementing |

Year 2 Implementation Priorities: FY 2018

**Action Plans: Where we will begin in Year 2**
July 1, 2017 through June 30, 2018

<table>
<thead>
<tr>
<th>TARGETED ACCOMPLISHMENT</th>
<th>LEADERSHIP RESPONSIBILITIES</th>
<th>TIMELINES (BY FISCAL QUARTER)</th>
</tr>
</thead>
</table>
| 1) New facility design and preparation for construction | Jessica Powell, HCPL Board | ▪ Q 1 & 2: Final Design  
▪ Q 3 & 4: Final Design & Contracting |
| 2) Relabel and reorganize Children’s Room collections into child friendly subject groupings | Suzanne Banta | ▪ Q 3: Planning  
▪ Q 4: Execution & Rollout |
| 3) Branding and embedded PR | Jessica Powell, Natalie Jeffries, Suzanne Banta | ▪ Q 1-4: Negotiating & Implementing |
Appendix: Key Source Documents

COMMUNITY LEADER INPUT
Conducted January- March, 2016

Participants
1. John L. Brent, Judge Executive, Henry Co
2. Drane Stephens, Mayor, Eminence
3. Rex Morgan, Mayor, Campbellsville
4. Tim Abrams, Superintendent, Henry Co Schools
5. Buddy Berry, Superintendent, Eminence Independent System
6. Joe Durbin, Henry Co Help Center
7. Matthew Brent, Friends for Michael

1) We Asked: What are the major issues affecting Henry County’s future? Help us understand the community context in which library services must evolve.

- Unrealized economic opportunities
  “We have a great location with two interstate exits, yet are lacking the infrastructure to support growth.”

- The critical need for community leaders with a long term perspective
  “We must invest in infrastructure to attract jobs, just as we must invest in our people to make sure they have the skills those jobs require....”
  “Nearby counties have made good choices, hard choices, setting up new revenue streams to invest in economic growth. We need to do the same...”

- Linking the past to the future
  “How do we protect our historical agricultural assets and still develop a regionally competitive economy?”

- Projected population losses which will reduce school system revenues
  “An anti-tax, risk-averse culture is the biggest barrier to developing our economy.”

- Self-isolating generational poverty
  “A lot of people know little of, and often fear, the world beyond Henry County...”

- Drug abuse
  “Much of the community is geared to low wage jobs, aspiring to little more than $10 to $12 /hour jobs...”

- Low educational attainment
  “Building roads and industrial parks can’t overcome an inadequately prepared, under-educated workforce...”
2) We Asked: How might our library help address these community issues?

- **Be a key community partner in workforce development efforts**
  - Create a central location with enough space to offer job training programs
  - Target school aged populations for soft skills and life skills training

- **Mirror the schools’ emphasis on literacy** - especially activities which boost reading comprehension and critical thinking skills, e.g. creating new opportunities for children to read and discuss content

- **Serve as a community leader in information technologies**
  - Support and guide students’ access to technology-based information
  - Ensure a strong Wi-Fi signal (60% of the county’s families cannot afford internet access)
  - Help the entire community become more technologically proficient

  “Tech and literacy go hand in hand...”

  “It’s ironic that we have very progressive school systems, yet kids can’t use school-provided computers at home...”

  “Schools are technology leaders...yet the area isn’t progressing at their rate...”

- **Focus on children’s programs** as a key support for working families
  - Create a “start-up incubator” program for kids, a locally-grown, innovative economic driver

- **Host an AA program** just for young people

- **Research local human service needs** to help the community target critical populations; work with local agencies, e.g. family resource centers, health department, community action agency, to identify specific service gaps the library can fill

- **Engage the entire community, especially younger populations, in developing a new vision for Henry County**
  - Create an access point for citizens i.e. the library as a primary community gathering place
  - Offer the community unique access to the outside world – helping transform attitudes, expanding the local world view, introducing a new way of thinking
  - Reach out to all areas of the county: making a concerted effort to engage more local citizens in library activities
  - Help the community overcome an anti-education mindset which stymies educational attainment and limits job opportunities and income
  - Develop creative strategies to attract young adults back into the community

  “The library has the most helpful, friendly, approachable staff...which means it is well positioned to attract and support high need families....”
STAFF RESEARCH: BEST PRACTICES AND ASPIRATIONAL MODELS

In early 2016, the entire HCPL staff engaged in a research project to explore best public library practices and look for a few aspirational models. Staff were organized in three Exploration Teams, each team researching a specific operational area. Highlights of that research follows.

1. **21st Century Space Utilization. How are the best libraries across the country reconfiguring and adapting their facilities in order to respond to the needs and preferences of today’s library users?**
   - **Contemporary library spaces are warm and inviting,** with well-lit, comfortable seating areas. Many incorporate café space (coffee bars); private study areas (portable cubicles), and flexible meeting space. Furnishings are movable (both staff desks as well as customer tables and chairs).
   - **The ubiquitous integration of new technologies** includes both fixed and mobile features, e.g. self-check systems as well as smart phone apps. Digital signage and creative displays facilitate quick choices for busy families. iPad kiosks and strong Wi-Fi networks support an increasing array of portable devices.
   - **Children’s and teen areas are fun and visually inviting.** Family restrooms offer special accommodations for children, changing tables for babies, etc.
   - **Buildings** incorporate natural materials (stone, wood) and are designed to maximize natural light.
   - **Outdoor spaces** are intentionally designed as natural transitions from the inside to the outside, to be both aesthetically pleasing (brand/image reinforcing) as well as functional (for individuals as well as groups).

2. **Community Engagement. How are the best libraries across the country reaching out to connect with their citizens and nurture a strong sense of community?**
   - **Becoming more visible**
     - **Examples for HCPL**
       - Create a Pop Up Library to take to festivals and school sporting events
       - Target Bookmobile services for highly visible locations, e.g. Farmers Markets
       - Develop remote site deposit collections, e.g. use of electronic keyed book lockers
       - “Be the bench at the courthouse” – go where people gather (outside events in summertime; a walking path story at Halloween, etc.)
       - Develop and promote a “Henry County Proud” campaign
       - Actively recruit groups to use the library’s meeting space
       - Create visible events, e.g. a wine and food tasting with food trucks in the parking lot
• Developing services that are especially relevant to local residents needs and interests

   Examples for HCPL
   o Conduct technology classes (iPad, smart phone, computer) throughout the community, e.g. at natural gathering places (e.g. senior centers, churches)
   o Check out “Kill-a-wat” meters so people can test the energy efficiency of home appliances
   o Develop website links to other county services (Info & Referral)
   o Produce a “How To” Festival, and develop/publicize a Maker Cart
   o Offer an online platform to encourage and promote local authors (follow with a self-published author fair)
   o Develop services for Spanish speaking populations

• Creating vibrant purposeful partnerships

   Examples for HCPL
   o Public school systems, e.g. after school tutoring
   o Business community, e.g. training re: use of business oriented data bases
   o Agricultural community, e.g. data base and computer support, partnering with Extension Service
   o Churches
   o A neighboring county library (e.g. co-hosting big end of summer reading bash)
   o Specific organizations: Henry County Historical Society; Leadership Henry County; Red Cross (offer a permanent site for blood drives); KY Fish & Wildlife Dept.

3. Innovative Service Models. How are the best libraries across the country developing new products, improving their service delivery system, and elevating customer service standards?

• From Orange County, FL: “The right service at the right time” website and smart phone app is designed to break down barriers with impoverished families: an Information & Referral service for those needing help.

• From Calvary Canada: “Open for all project” offers online registration for library cards and instant access to the library’s digital resources. Data shows that online registration dramatically increases online interaction as well as a library memberships and physical visits.

• From Frisco, TX: STEM backpacks for K-5 provide a very creative variety of materials (books, DVD, factual inserts, worksheets, activity sheets, etc.) to reinforce learning at home.

• From ALA: Libraries Transforming Communities: The library facilitates discussion around community issues to encourage the sharing of different perspectives and promote positive change; would require going out to listen to people’s concerns, then choosing one big issue around which a series of community conversations could be organized.
Other Ideas for HCPL to Consider

- **Smart phone app to check out books and deal with fines**

- **TEDx Events**: community based events that include screenings of TED Talks, live presenters, and conversation.

- **Artist in Residence Program**: A project to spotlight local artists (artist creates art in the library, can be observed by patrons who can interact with the artist); could also include workshops for the public and displays of the artist’s work

- **Creative ways to stimulate readers to consider all genres** (teasers tucked in books; incorporating QR codes)

- **Web page “customer suggestion box”** – encourage feedback, ways to improve services, suggestions for new materials
KDLA Statistics for Fiscal Year 2015
Released April, 2016

Notable Statewide Trends (compared to FY 2014)

- **E-book collections** grew statewide by **32.1%**. **Overall expenditures on electronic materials** were up **16.5%** (print material expenditures grew by 1.3% and audiovisual expenditures were down 1.6%).
- **Overall circulation** was flat (up 0.1%), but **electronic materials circulation** jumped **40.5%**.
- **Annual wireless sessions** grew by **198.5%**
- The number of registered library users was down **2.6%** ... *YET...program attendance grew by 10.1%*
- The number of groups using meeting rooms grew by **14.0%**; the number of meetings held was up **14.6%**

Performance Comparisons

**Average per capita library revenue**: $41.51
- # 1: Hancock County @ $106.67 (top ten range: $79.16 - $106.67)
- # 119: Knott County @ $1.89 (bottom ten range: $16.85 - $1.89)
- Henry County ranked # 62 in total revenue ($50.63 per capita)

**Average per capita collection expenditures**: $4.64
- # 1: Boyd County @ $13.37 (top ten range: $8.28 - $13.37)
- # 119: Bal/Car @ $0.02 (bottom ten range: $1.51 - $0.02)
- Henry County ranked # 69 in total collection expenditures ($3.89 per capita)

**Average per capita annual public service hours**: 0.14
- # 1: Robertson County @ 1.02 (top ten range: 0.42 – 0.04)
- # 119: Christian County @ 0.04 (bottom ten range: 0.04-0.08)
- Henry County ranked # 62 in annual public service hours (0.24 per capita)

**Average per capita square feet**: 0.61
- # 1: Robertson County @ 2.29 (top ten range: 1.22 – 2.29)
- # 119: Carter County @ 0.12 (bottom ten range: 0.33 – 0.12)
- Henry County ranked # 83 in per capita square feet (.51 per capita)

**Average library staff per 10,000 population**: 5.05
- # 1: Menifee County @ 12.72 (top ten range: 9.06 – 12.72)
- # 119: Bal/Car @ 0.75 (bottom ten range: 2.25 – 0.75)
- Henry County ranked # 60 in total staff (5.79 per 10K population)

**Average per capita book collection**: 2.09
- # 1: Fulton County @ 7.88 (top ten range: 4.42 – 7.88)
- # 119: Bal/Car @ 0.66 (bottom ten range: 1.34 – 0.66)
- Henry County ranked # 93 in total book collection (1.77 per capita)
Average per capita **book circulation:** 4.05
- # 1: Owsley County @ 9.98 (top ten range: 7.01 – 9.98)
- # 119: Carter County @ 0.44 (bottom ten range: 1.38 – 0.44)
- Henry County ranked **# 78** in total book circulation (3.31 per capita)

Average per capita **library attendance:** 4.23
- # 1: Carroll County @ 9.97 (top ten range: 7.06 – 9.97)
- # 119: Bal/Car @ 0.31 (bottom ten range: 1.51 – 0.31)
- Henry County ranked **# 61** @ 4.42 per capita

Average per capita **children’s program attendance:** 0.34
- # 1: Union County @ 2.17 (top ten range: 0.91 – 2.17)
- # 119: Bal/Car @ 0.00 (bottom ten range: 0.07 – 0.00)
- Henry County ranked **# 53** in attendance (0.45 per capita) and **# 73** in the # of children’s programs and

**NOTE:** Henry ranked **# 56** in total number of programs, **# 54** in total program attendance
- # 19 in number of Adult programs and **# 33** in Adult program attendance
- # 39 in number of Young Adult programs and **# 33** in Young Adult attendance

Average **public internet computers** per 1,000 population: 1.11
- # 1: Robertson County @ 8.50 (top ten range: 2.90 – 8.50)
- # 119: Bal/Car @ 0.15 (bottom ten range: 0.41 – 0.15)
- Henry County ranked **# 68** in public internet users.

Average per capita **registered users:** 0.59
- # 1: Lyon County @ 1.30 (top ten range: 0.92 – 1.30)
- # 119: Bal/Car @ 0.05 (bottom ten range: 0.32 – 0.05)
- Henry County ranked in the bottom ten (**# 113**) of per capita registered users (0.22 per capita)

Average per capita **e-books collection:** 2.06
- # 1: Leslie County @ 17.05 (top ten range: 9.01 – 17.05)
- # 103 through #119: 0.00 (bottom 16 libraries)
- Henry County ranked **# 103** in its per capita e-books collection (**0.006 per capita**)

Average per capita **electronic material circulation:** 0.61
- # 1: Leslie County @ 11.20 (top ten range: 0.99 – 11.20)
- # 102 through # 119: 0.00 (bottom 17 libraries)
- Henry County ranked **# 102** in electronic circulation (0.007 per capita)

Average per capita **wireless sessions:** 0.86
- # 1: Leslie County @ 68.55 (top eleven range 1.82 – 4.01 plus 68.55)
- # 119: Floyd County @ 0.00 (bottom ten range: 0.00 – 0.04)
- Henry County ranked **# 63** in number of public internet terminals, and **# 52** in total wireless sessions (**0.63 per capita**)
## Quick Scan: Demographics and Library Data*

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<th></th>
<th>United States</th>
<th>Kentucky</th>
<th>Henry County</th>
<th>Warren County</th>
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<td>22.9%</td>
<td>42.4%</td>
<td>35.5%</td>
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** Five largest sectors sorted by overall Henry County percentages
## Quick Scan: Demographics and 2015 Library Data

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<tr>
<th></th>
<th>United States</th>
<th>KY</th>
<th>2015 Henry County</th>
<th>2016 Henry County</th>
<th>Owen County</th>
<th>Shelby County</th>
<th>Simpson County</th>
<th>Pendleton County</th>
<th>Union County</th>
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<td>38.1</td>
<td>40.6</td>
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<td>38.3</td>
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<td>24.80%</td>
<td>n/a</td>
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<td>24.80%</td>
<td>24.60%</td>
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<td>23.00%</td>
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<td>65 &amp; over</td>
<td>13.20%</td>
<td>13.30%</td>
<td>14.20%</td>
<td>n/a</td>
<td>14.50%</td>
<td>12.00%</td>
<td>14.30%</td>
<td>12.30%</td>
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<td><strong>Education</strong></td>
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<td>Less than High School Dipl.</td>
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<td>17.60%</td>
<td>19.80%</td>
<td>n/a</td>
<td>17.50%</td>
<td>15.50%</td>
<td>16.80%</td>
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<td>17.70%</td>
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<td>High School Dipl. or Equivalent</td>
<td>28.20%</td>
<td>34.00%</td>
<td>43.90%</td>
<td>n/a</td>
<td>41.90%</td>
<td>31.80%</td>
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<tr>
<td>Some College but No Degree</td>
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<td>17.50%</td>
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<td>n/a</td>
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<td>5.30%</td>
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<td>Bachelor's Degree</td>
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<td>14.80%</td>
<td>10.20%</td>
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<td>6.00%</td>
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<td>Graduate or Professional Degree</td>
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<td>4.20%</td>
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<td>12.40%</td>
<td>17.20%</td>
<td>16.20%</td>
<td>26.10%</td>
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<td>Utilities, Trade, and Transportation</td>
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<td>26.40%</td>
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<td>21.00%</td>
<td>18.80%</td>
<td>20.90%</td>
<td>13.40%</td>
<td>17.60%</td>
</tr>
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<td>9.00%</td>
<td>29.00%</td>
<td>13.40%</td>
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<td>n/a</td>
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<td>29.50%</td>
<td>27.50%</td>
<td>29.40%</td>
<td>27.00%</td>
</tr>
<tr>
<td>Manufacturing and Construction</td>
<td>n/a</td>
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<td>20.50%</td>
<td>n/a</td>
<td>1.30%</td>
<td>31.30%</td>
<td>39.40%</td>
<td>16.00%</td>
<td>13.40%</td>
</tr>
<tr>
<td>Finance, Prof., and Other Services</td>
<td>n/a</td>
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<td>3.00%</td>
<td>n/a</td>
<td>4.30%</td>
<td>3.50%</td>
<td>2.10%</td>
<td>2.30%</td>
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<td>8.00%</td>
<td>8.60%</td>
<td>7.00%</td>
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